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Driving Growth: Strategies for India's Leading 2 & 3-Wheeler Manufacturer

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Driving Growth: Strategies for India's Leading 2 & 3-Wheeler Manufacturer

Introduction

India's top 2 & 3-wheeler manufacturer is grappling with a growth challenge. The industry is expanding at a robust *9-10%* annually, yet the company's growth is stuck at *4-5%. The **Scooter segment, which accounts for** 25%* of revenue, grows at *10%, lagging behind competitors who achieve **20%. Meanwhile, the** E-Rickshaw segment, holding a **70% market share *and contributing* 70% *of revenue, is in a stagnant market. This analysis presents actionable strategies to boost the company's growth to match or exceed the industry's* 9-10%* within one year, focusing on revitalizing Scooters and expanding E-Rickshaws.

Methods

We employed a structured *four-step approach* to address this challenge:

- *Understand & Clarify the Problem*: Analyzed company performance, industry benchmarks, and segment-specific issues to pinpoint growth gaps.

- *Structure the Problem: Used the* A4 sheet technique to organize data by segment, applying frameworks like *SWOT analysis, **Porter's Five Forces, and the** BCG Matrix*.

- *Analyze the Case*: Compared growth trends over time and against competitors, identifying causes like limited electric Scooter offerings and E-Rickshaw market saturation.

- *Arrive at a Conclusion: Developed* specific, realistic recommendations with an implementation plan, validated for feasibility against the growth

- target.

Results

Here are our findings and recommendations, broken down by focus area:

- *Current State Analysis*

- Company growth: *4-5%* vs. industry *9-10%*.

- Scooters: *10%* growth vs. competitors' *20%*, due to weak EV offerings and marketing ([BikeWale](#)).

- E-Rickshaws: *70% market share*, but stagnant due to infrastructure gaps and saturation ([MarkNtel Advisors](#)).

- *Strategic Recommendations for E-Rickshaws*

- Market Expansion: Target *Tier-II/III cities* (e.g., Lucknow, Coimbatore) to unlock new demand ([Future Market Insights](#)).

- Product Enhancements: Introduce premium models with *AC and GPS* for niches like tourism ([Transparency Market Research](#)).

- Charging Infrastructure: Collaborate with local entities to develop charging networks ([MarkNtel Advisors](#)).

- *Strategic Recommendations for Scooters*

- Innovation & R&D;: Launch an electric scooter with *150 km range* and *2-hour fast charging*, inspired by OLA S1 Pro ([BikeWale](#)).

- Customer Segmentation: Focus on *urban youth* (stylish EVs) and *families* (reliable ICE models) ([ACKO](#)).

- Marketing Strategy: Run a digital campaign with *Instagram/YouTube influencers* ([BikeDekho](#)).

- *Framework Application*

- SWOT: Strengths (E-Rickshaw dominance), Weaknesses (Scooter lag), Opportunities (EV trend), Threats (competition).

- Porter's Five Forces: High competition in Scooters; infrastructure barriers in E-Rickshaws.

- BCG Matrix: E-Rickshaws as **Cash Cow,** Scooters as **Question Mark.**

Conclusion

These strategies will drive the company to *9-10% growth* within one year. Scooters can achieve *20% growth* through innovation and marketing, while E-Rickshaws target *5-7% growth* via expansion and enhancements. These practical and creative solutions leverage industry trends and company strengths to close the growth gap and potentially outpace the industry.

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